

Managing Perceptions

2009 PM CHALLENGE

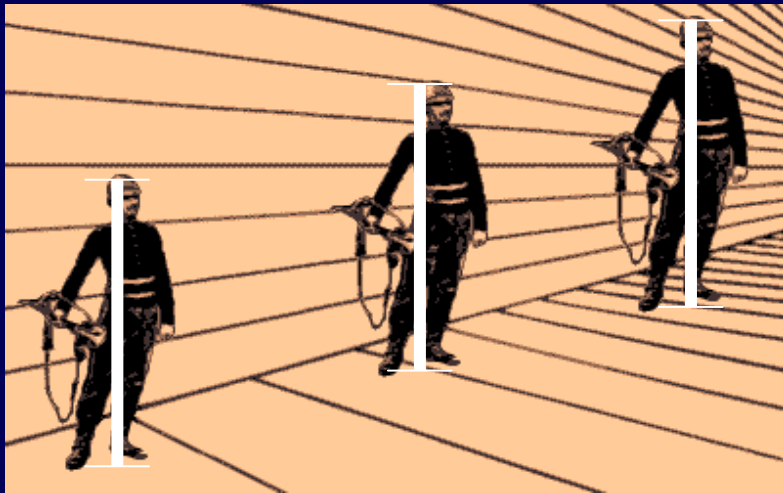
Michael D. Swiger, SVP

perotsystems®

Managing Perceptions



FROG
or
HORSE



Who
is
Taller

Why Manage Perceptions?

Expedite Results



Avoid Surprises



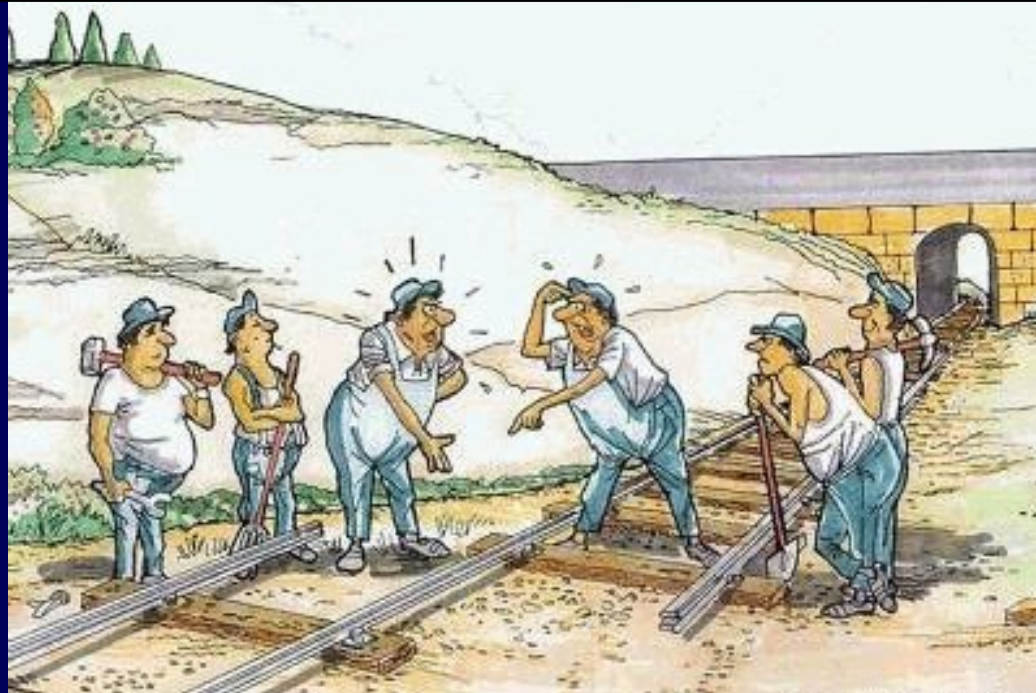
Avoid Hang Ups



**Do
More
With
Less**



How Did This Happen?



It Sure Looked Good On Paper!

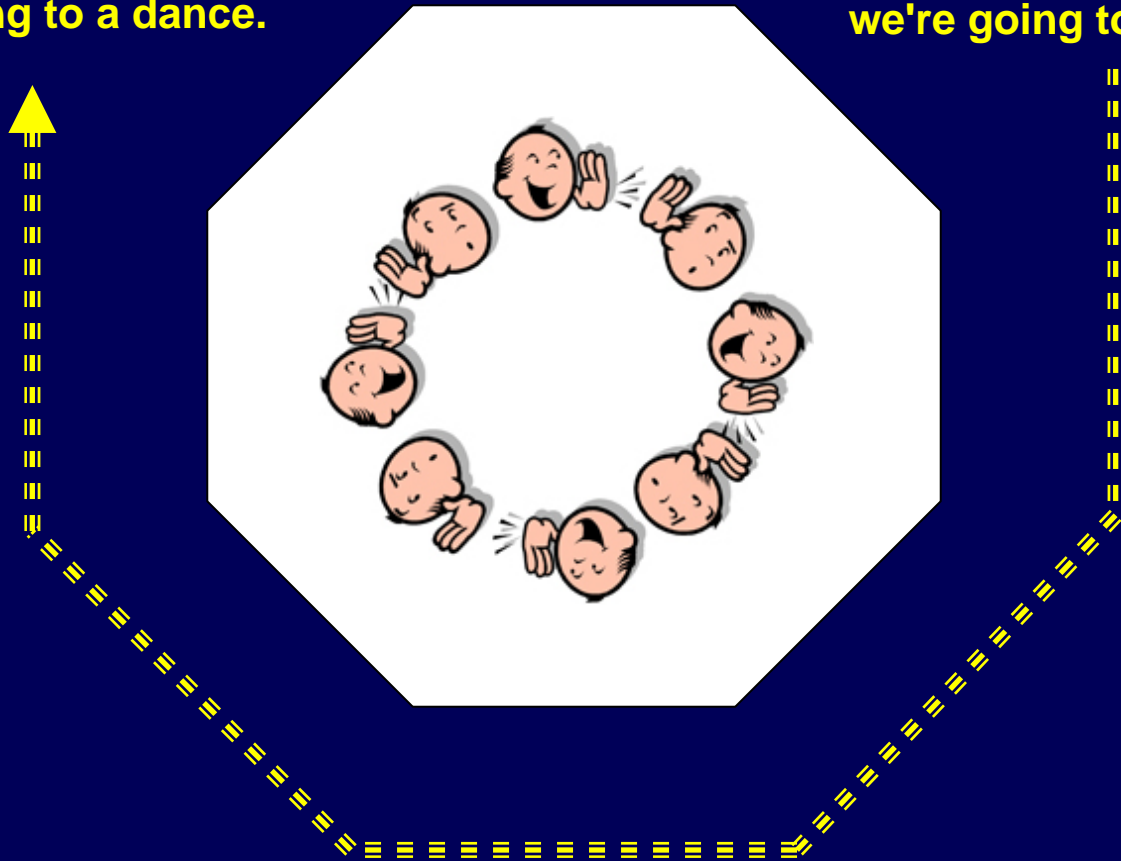
**The Perceptions People Have of the Plan and What They Should Do
ARE NEVER
Exactly What Was Intended**

Translation

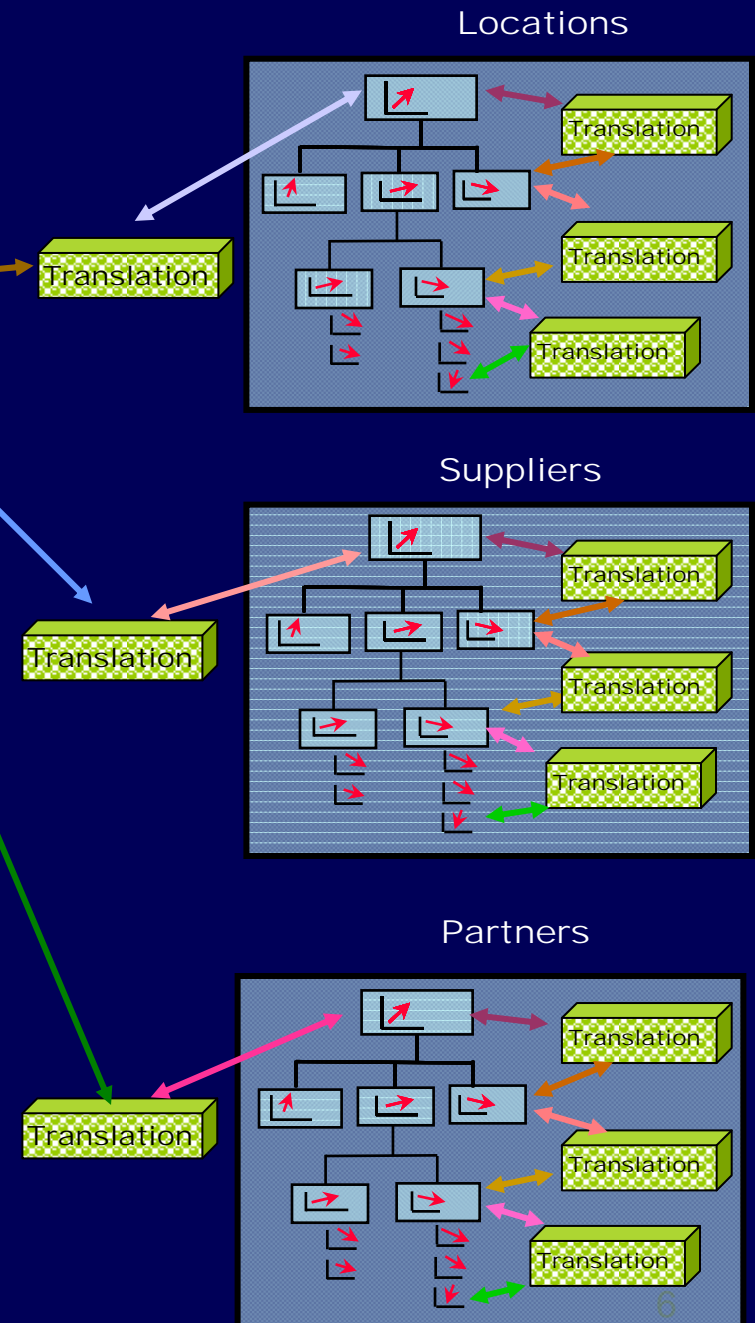
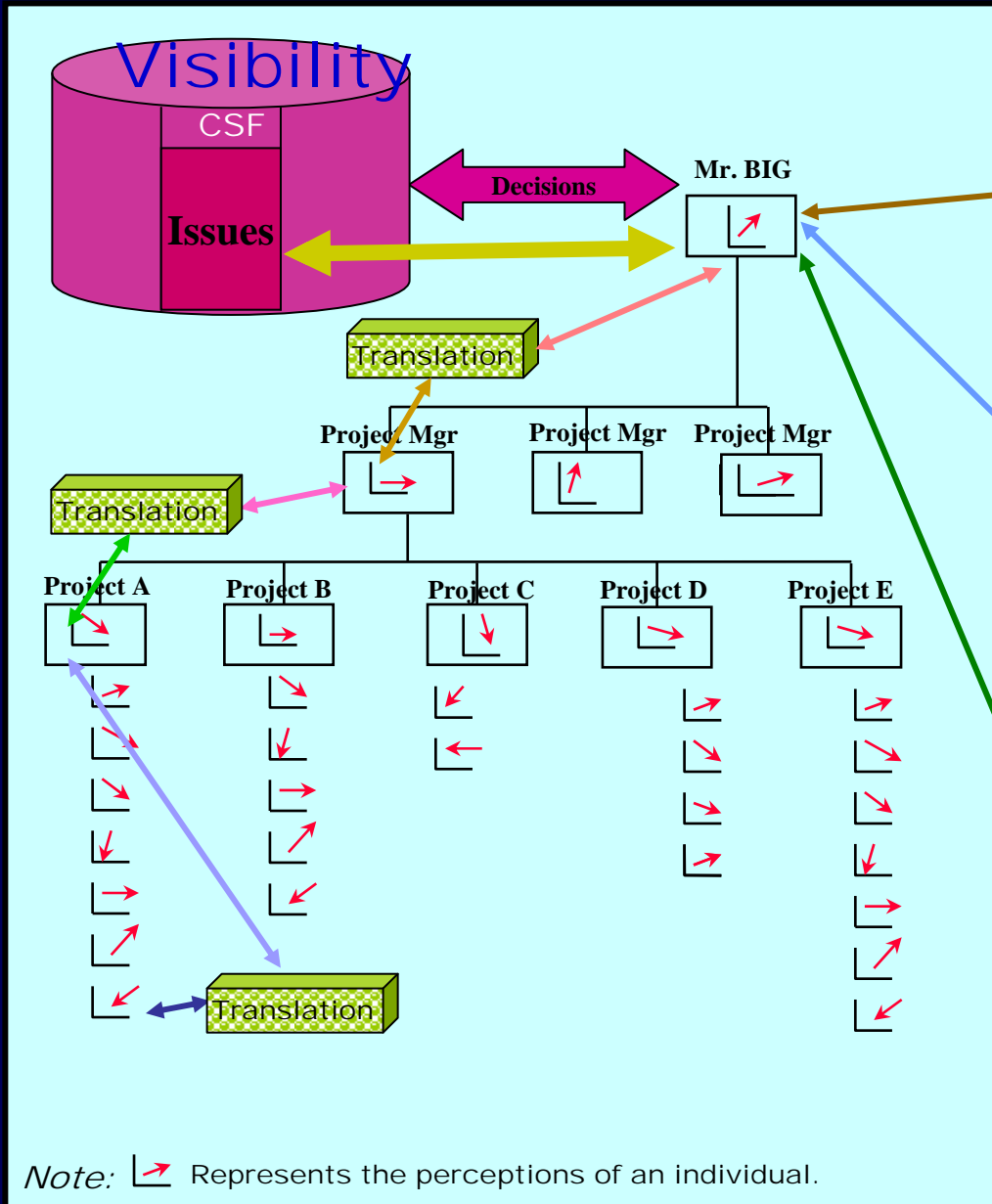
British General At the Front Sends A Message to the Rear:

**Send three-and-fourpence,
we're going to a dance.**

**Send reinforcements,
we're going to advance.**



The Translation Challenge



Considering What People Do:

- Carry out directives as they understand the directives,



**The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.**

Considering What People Do:

- Give out directives to others in accordance with what they understand must be done,



**The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.**

Considering What People Do:

- Act according to their interpretation of what needs to be done (what they perceive the situation to be),



**The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.**

Considering What People Do:

- Constrain their activities in accordance with the rules they believe they must follow,



**The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.**

Considering What People Do:

- Apply their skills in a manner they believe to be consistent with their own best interests which include reaching their goals, advancing in their job, pleasing management, looking good, and surviving,



**The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.**

Considering What People Do:

- Solicit help and delegate activities to others.



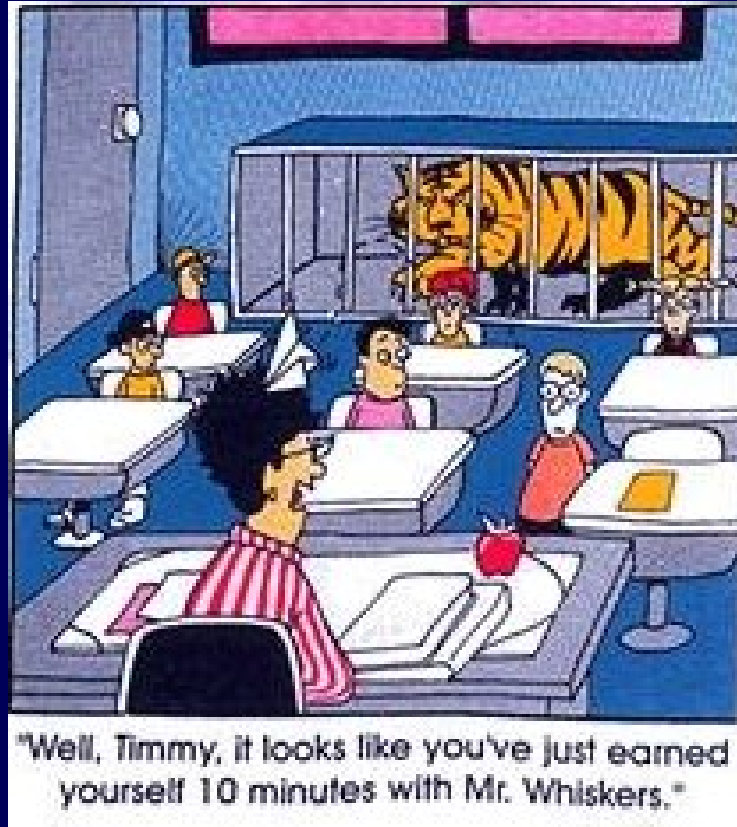
*In a
variety
of
complex
situations*



**The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.**

People Communicate Carefully:

- They are NOT open and willing to share their real beliefs, understandings, and perceptions



**The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.**

People Communicate Carefully:

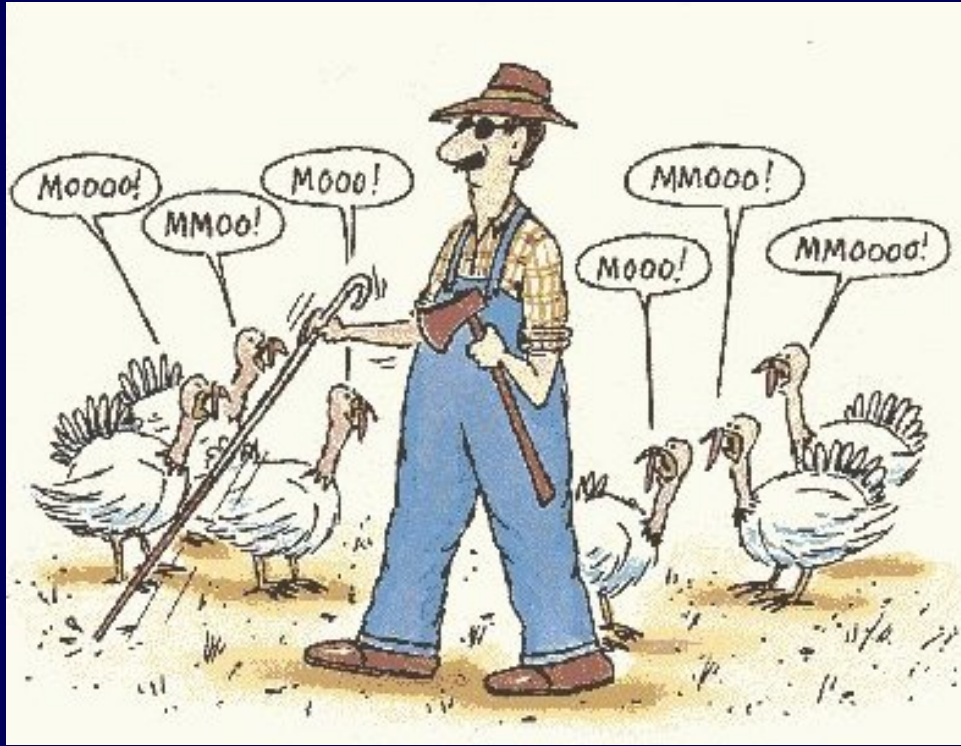
- They fear looking stupid, getting into trouble, causing themselves problems with others, and losing respect – and worse – they fear *NOT surviving*



The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.

People Communicate Carefully:

- Even the 'outspoken' and 'straight shooters' have carefully crafted their responses to be in concert with *their goals and their perceptions of 'the situation'*



The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.

People Communicate Carefully:

- Every communication they send is translated through their preconceived notions of the environment, the 'facts', the situation, and the nature of the 'receivers'.



The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.

“But, that’s NOT what I said (meant)!!!”

Directive: We need to do more with less resources.

“We need to improve productivity in our Dept.”

(Let’s make the problems and the solutions everyone’s focus ...)

“We need to cut costs.”

(It’s too risky, difficult, and expensive to change anything.)

“We need to eliminate useless activities.”

(Need to protect my staff ... but, Sally has a lot of ...)

“We need to cut back.”

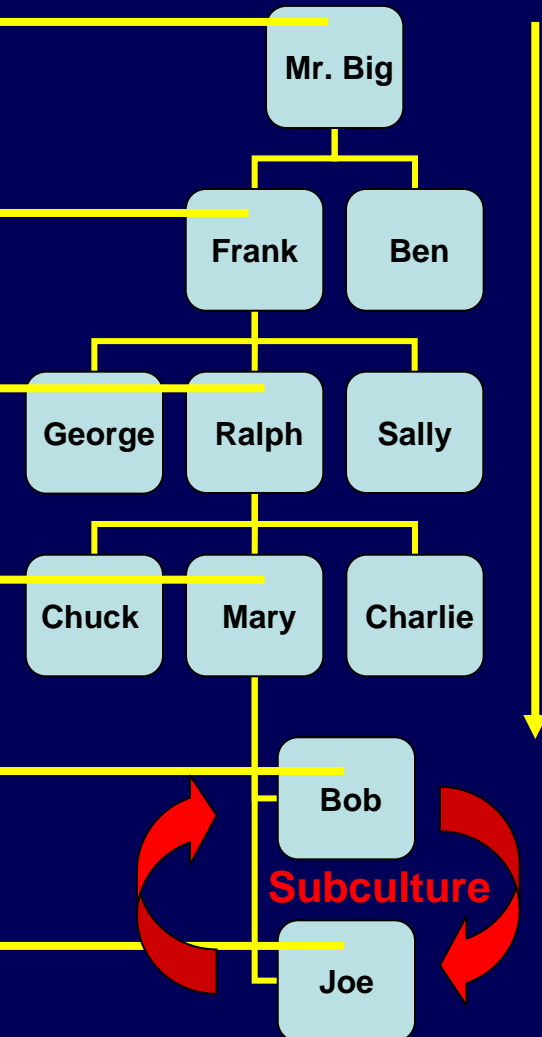
(There are many things unimportant ...)

“I’m going to lose my job!.”

(Becomes dysfunctional ...)

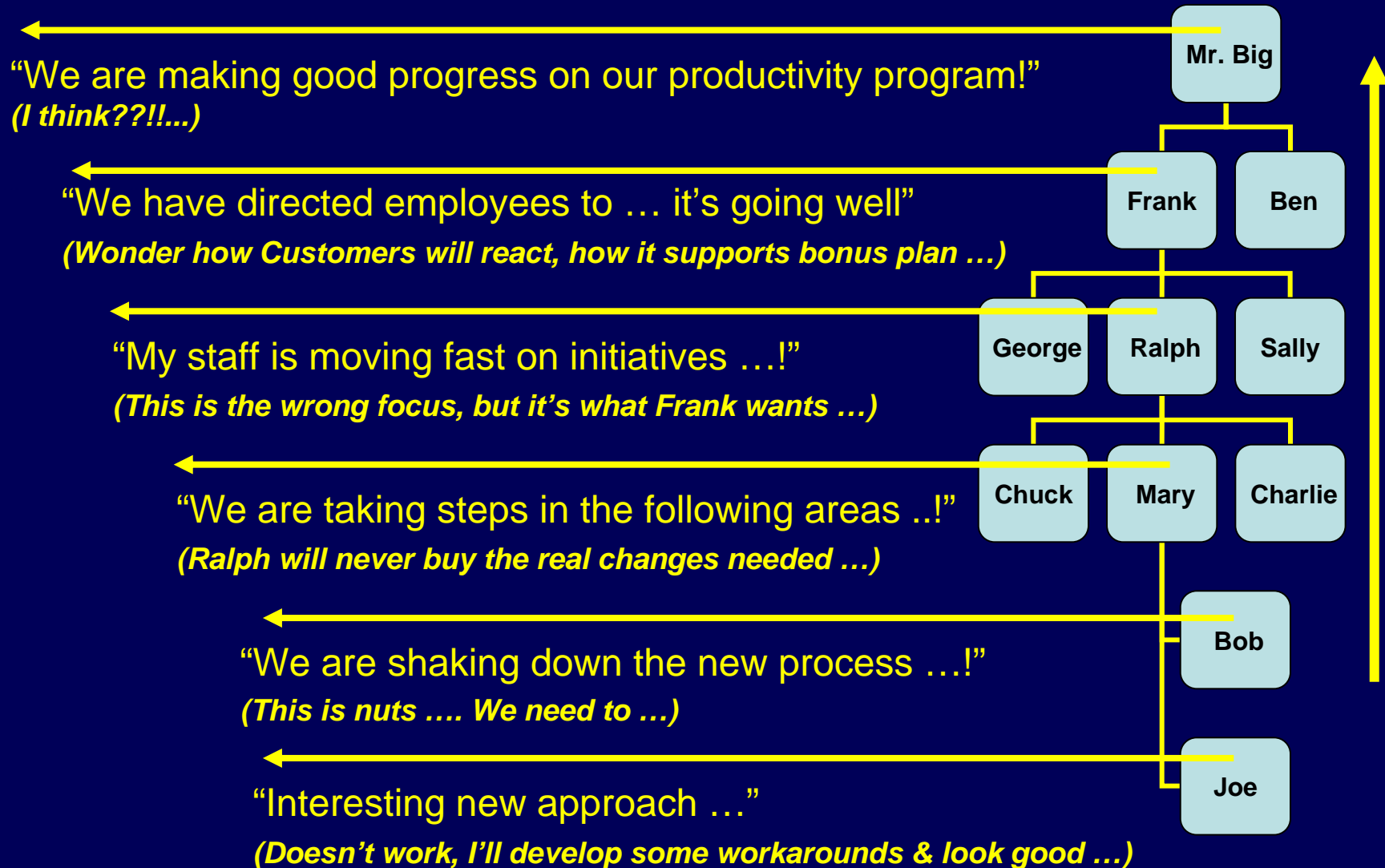
“Let’s show how important we are!”

(Creates some problems to solve ...)



“But, that’s NOT what they meant (said)!!!”

Feedback: Productivity improvement Directives...



The Solution: Control Translation - Measure What People Think – Manage Their Perceptions

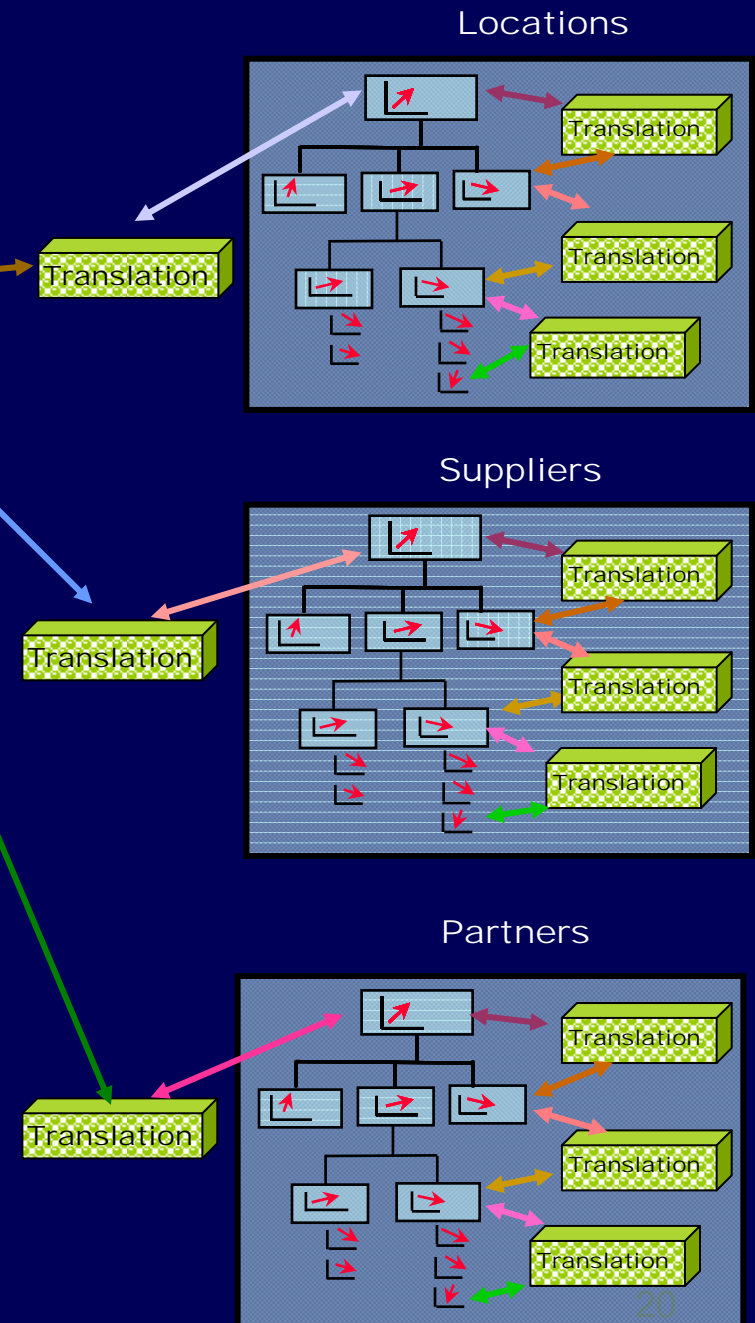
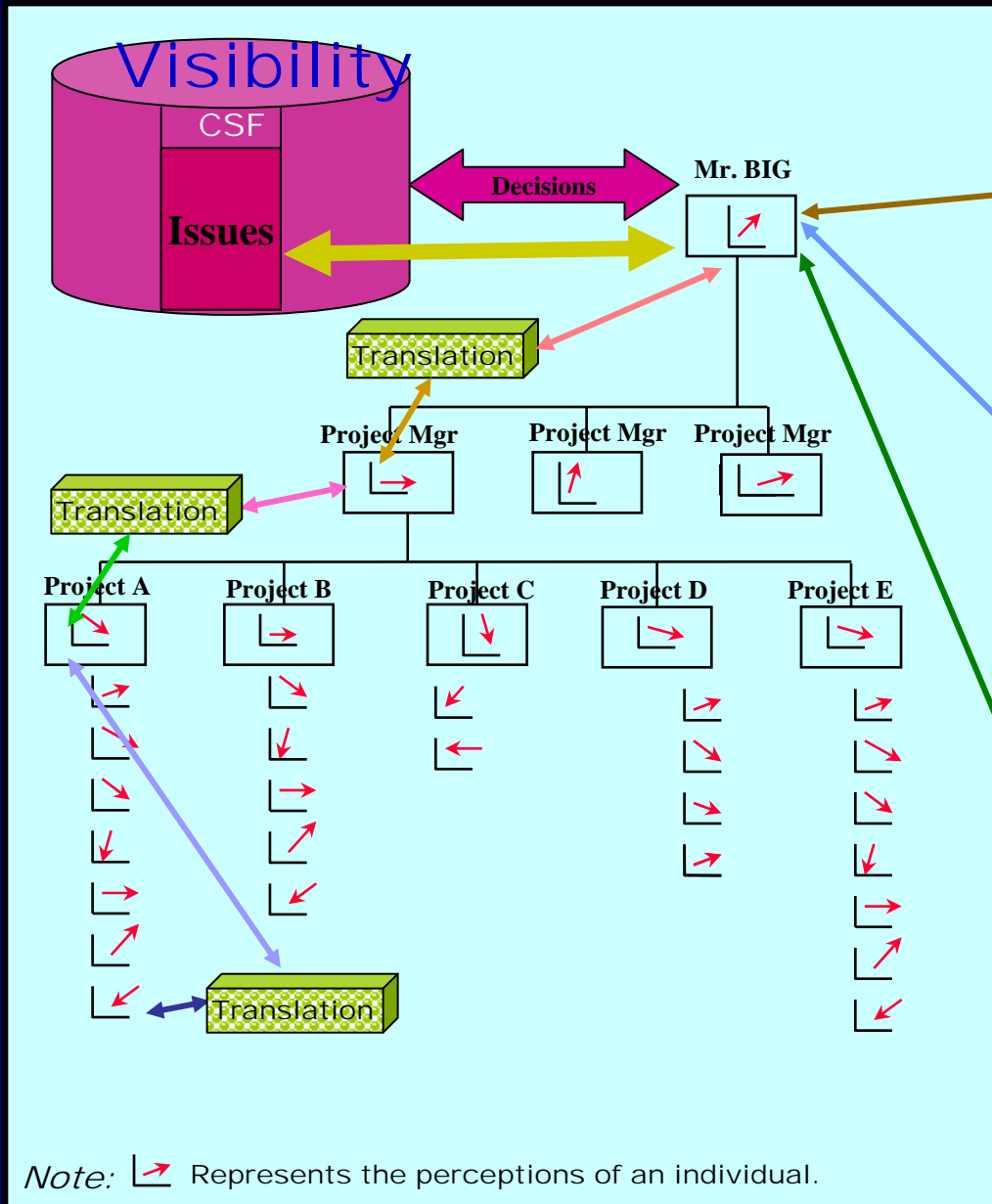
Perception Measurement Features:

- Involve ALL stakeholders - provide an electronic collection mechanism
- Address 'Issues' that drive results
- Allow for anonymous responses for more open and 'real' communications
- Identify respondents only by demographic groups (i.e., organization elements, locations, titles, responsibilities, ...) for developing effective action plans
- Measure perceived status of the 'Issues' and the perceived importance of the 'Issues'
- Allow respondents to make detailed comments/explanations on the 'Issues'
- Provide a 'dash board' presentation for summary status and detailed 'drill down' capabilities.

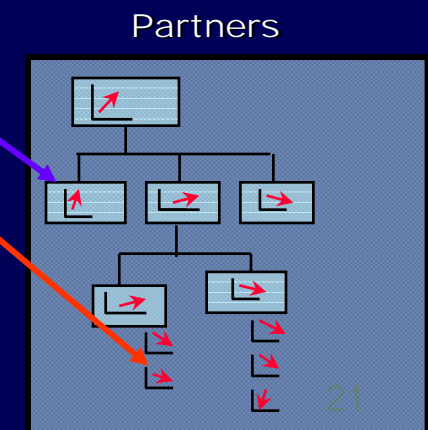
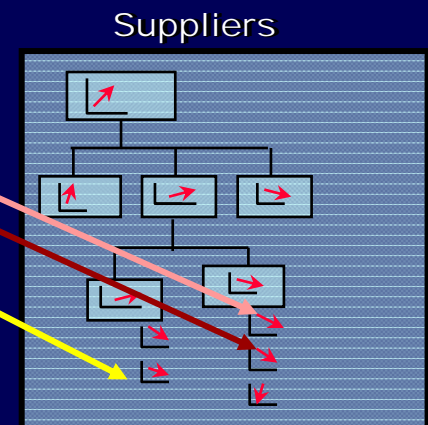
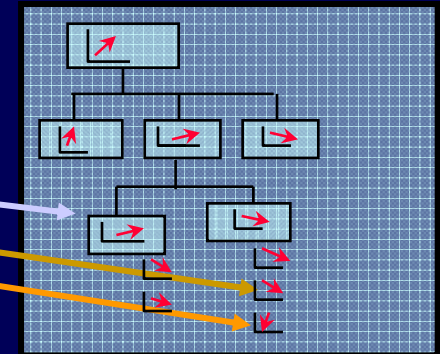
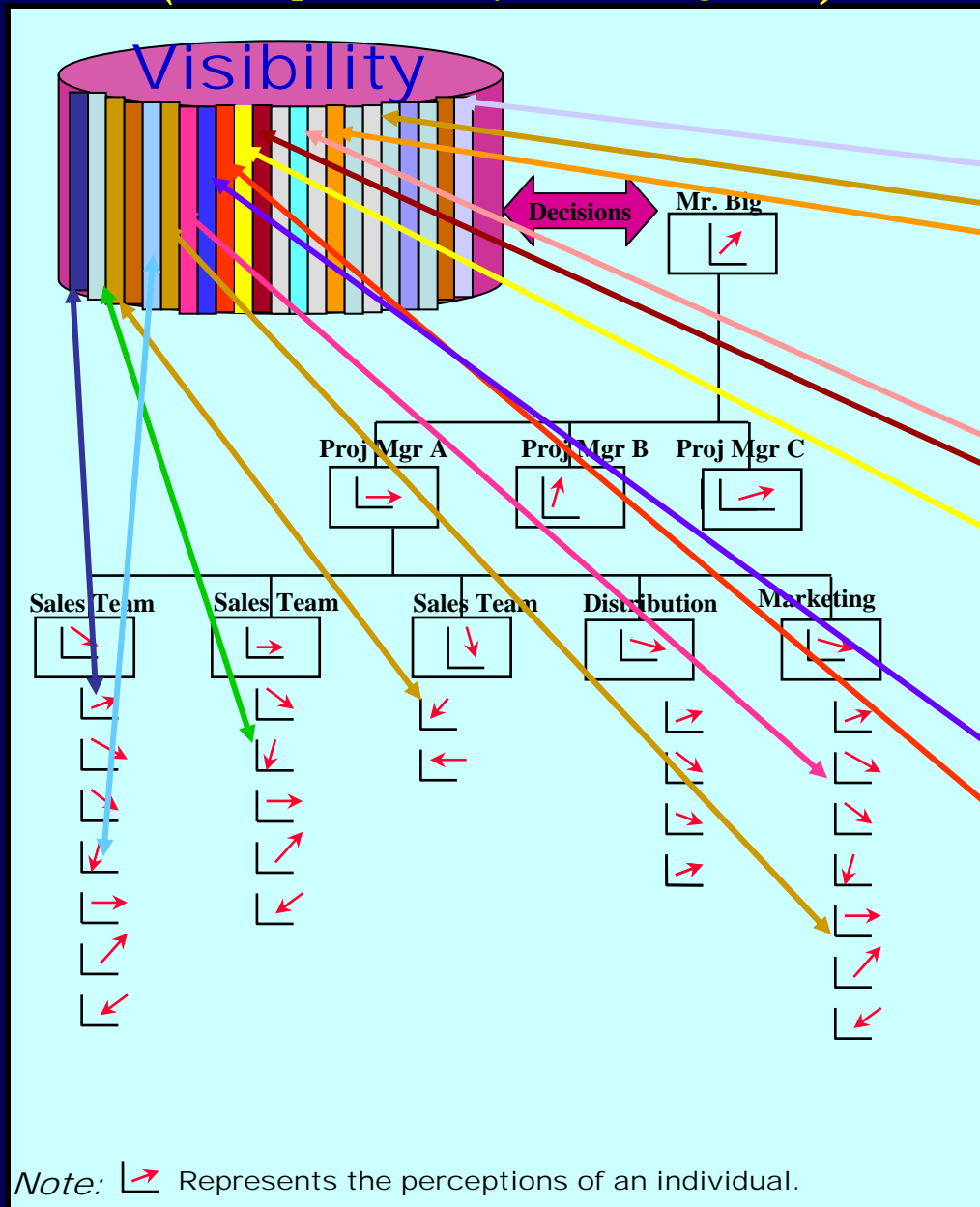
If You Don't Measure It - You Can't Manage It

The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.

The Translation Challenge



*PAM (P*erception *A*nalysis *M*anagement) Value Proposition Locations



Getting Clear Vision & Supporting Analysis with PAM

Respondent Groupings

Mgmt Teams

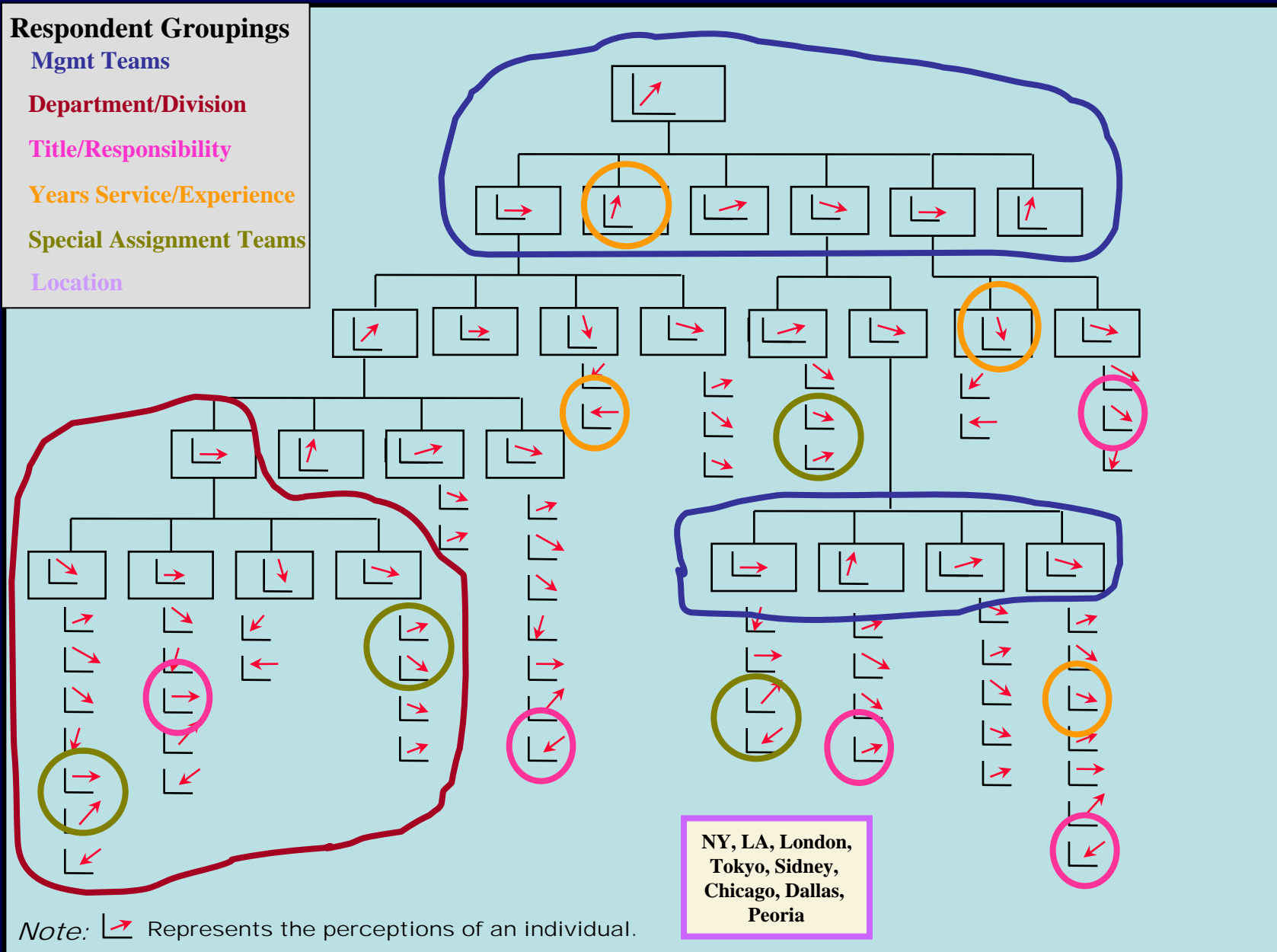
Department/Division

Title/Responsibility

Years Service/Experience

Special Assignment Teams

Location



Well into SAP Implementation Project

Situation:

- **Mr. Big believes the project is going extremely well. But...**
 - ❖ **Procurement Manager Missing Department Goals.**
 - ❖ **Not following-up with vendors.**
- **Mr. Big is starting to wonder.....**

Procurement Manager Complaints:

- **Understaffed.**
- **Unable to follow-up with stakeholders.**
- **New system doesn't work. Help Desk is useless.**

Perceptions:

- **Help Desk has bad response time.**
- **Help Desk has poor follow-up.**
- **Help Desk understaffed.**
- **Help Desk Staff incompetent.**
- **Help Desk Metrics OK!?**



Perception Management & The Need For Metrics (Issues)

How Goes the Help Desk?

Procurement Manager - BAD

Other Managers – OK, but ...

Decision Made:

Review the Perceptions ALL the Stakeholders have of the new system and associated support.





Perception Management

& The Need For Metrics (Issues)

How Goes the Help Desk?

- **What are the components that measure Help Desk Success?**
- **What is the status (condition) of these success components from the perspective of the stakeholders?**
- **How important are these components to the Help Desk stakeholders?**
- **Do those accountable for Help Desk performance understand the needs of their stakeholders?**

Help Desk Stakeholder Concerns/Issues

- My level of satisfaction with the *responsiveness* of the Help Desk in terms of answering my initial call.
- My satisfaction with the *length of time* it takes the Help Desk to understand what my problem is and begin fixing it.
- The level of *knowledge and skill* of the Help Desk in solving problems for me.
- The extent to which the Help Desk *keeps me informed* on the status of problems that they are working on for me.
- The attitude and *customer orientation* of the Help Desk support staff.
- The degree to which I believe the Help Desk is *adequately staffed*.
- My *overall satisfaction* in securing assistance from the Help Desk.
- The extent to which I *use* the Help Desk.

Stakeholder Perception Collection for Analysis

The Service Desk is always the single point of contact used for help with IT-related queries, complaints, or problems.

[Previous](#) [Next](#)

☐ Don't Know

Response 1: Your Evaluation	Response 2: How Important Is This Issue To You?
<input type="radio"/> Completely Agree <input type="radio"/> Mostly Agree <input type="radio"/> Slightly Agree <input type="radio"/> Neutral <input type="radio"/> Slightly Disagree <input type="radio"/> Mostly Disagree <input type="radio"/> Completely Disagree	<input type="radio"/> Extremely Important <input type="radio"/> Very Important <input type="radio"/> Slightly Important <input type="radio"/> Neutral <input type="radio"/> Slightly Unimportant <input type="radio"/> Mostly Unimportant <input type="radio"/> Extremely Unimportant

Please add any additional comments you may have regarding this issue in the space below.

Service Desk

Question: 6 of 114

Options

[View question listing](#)

[Question Listing](#)

[Obtain return code to complete later](#)

[Save](#)

[Submit your results](#)

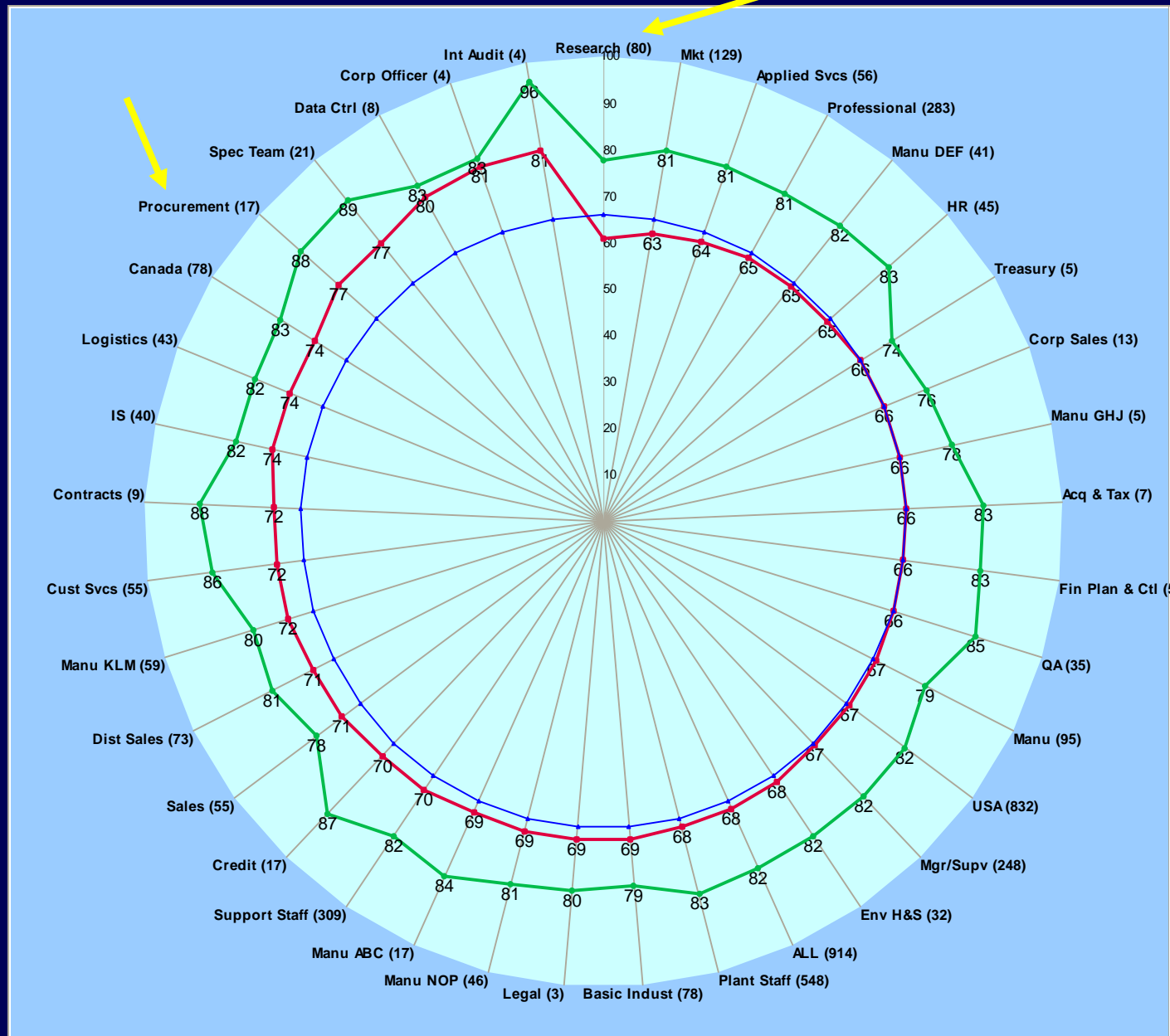
[Done](#)

Completely Agree	100
Mostly Agree	83
Slightly Agree	66
Neutral	50
Slightly Disagree	33
Mostly Disagree	16
Completely Disagree	1

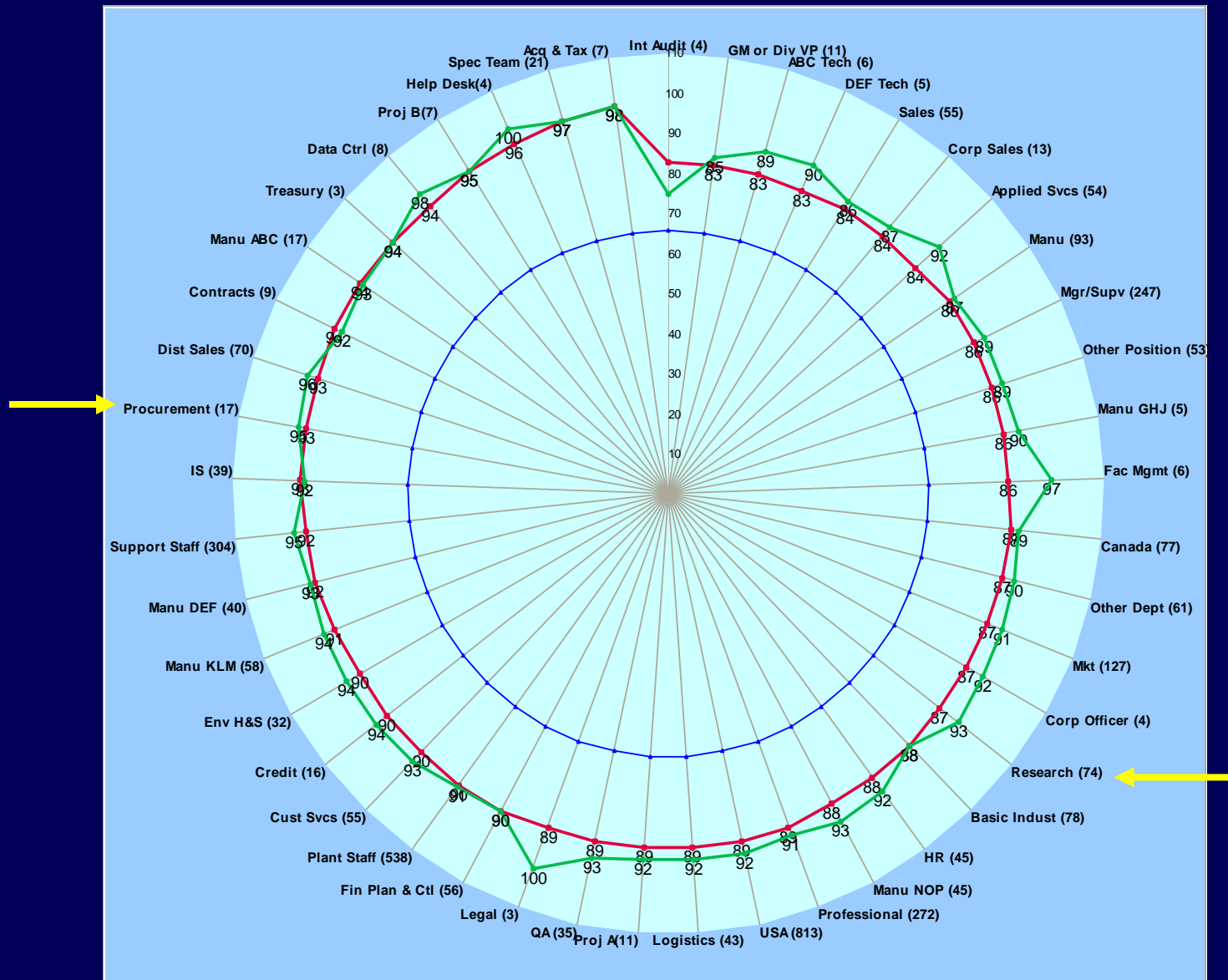
Extremely Important	100
Very Important	83
Slightly Important	66
Neutral	50
Slightly Unimportant	33
Mostly Unimportant	16
Extremely Unimportant	1

Comments

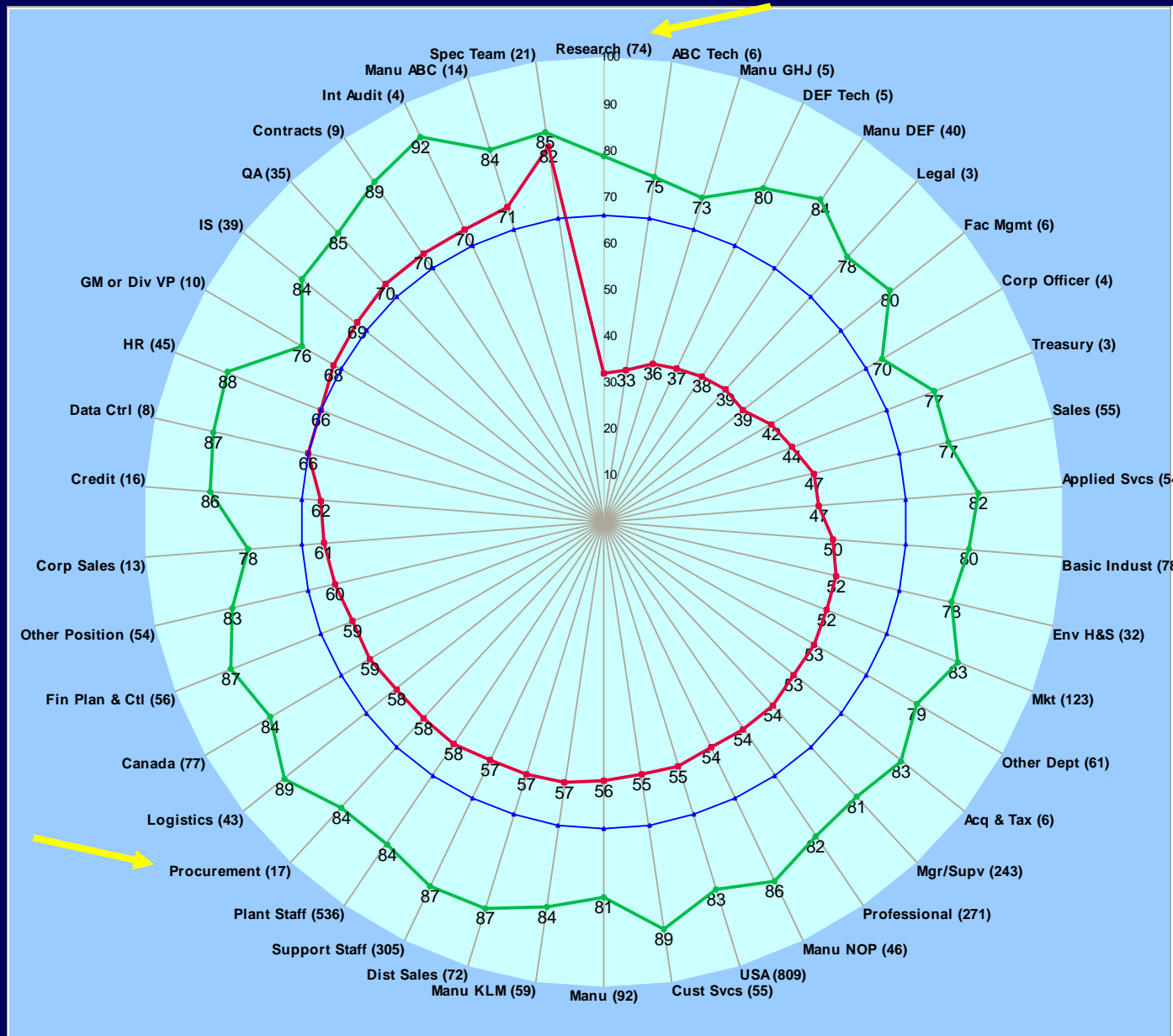
Help Desk



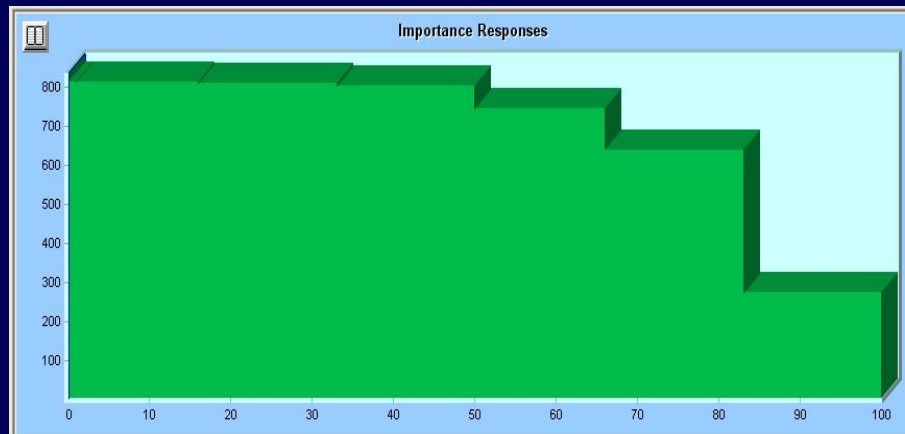
My level of satisfaction with the *responsiveness* of the Help Desk in terms of answering my initial call.



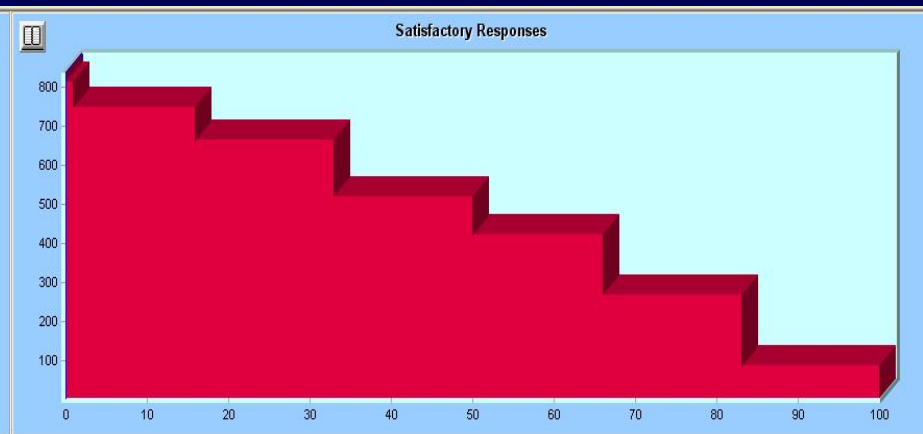
The level of *knowledge and skill* of the Help Desk in solving problems for me.



The level of *knowledge and skill* of the Help Desk in solving problems for me.



Consideration	Count	Percentage
Extremely Important	269	32
Very Important	366	44
Slightly Important	104	12
Neutral	58	7
Slightly Unimportant	6	1
Very Unimportant	4	0
Extremely Unimportant	2	0

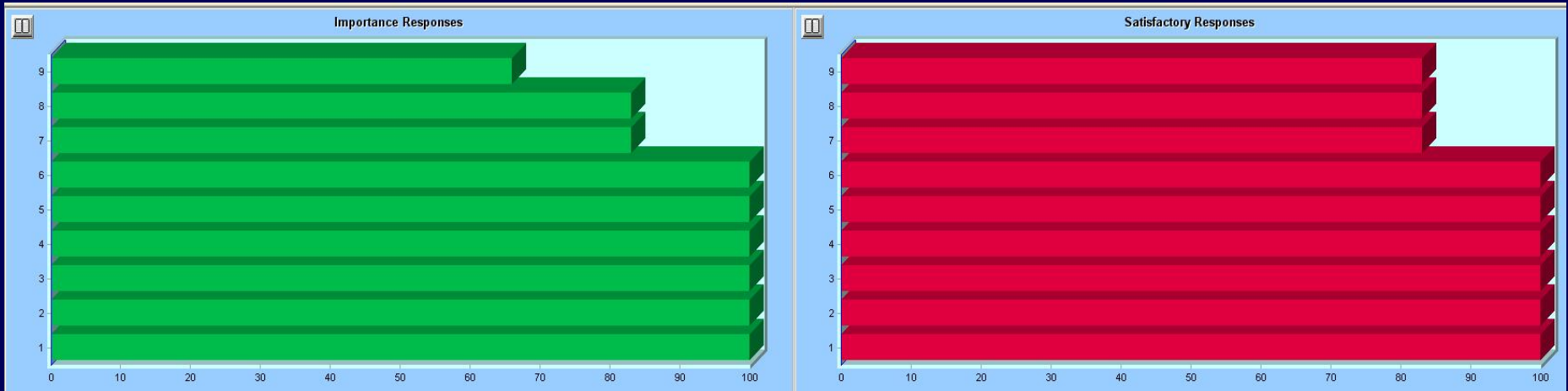


Consideration	Count	Percentage
Extremely High	82	10
Very High	182	22
Slightly High	153	18
Neutral	98	12
Slightly Low	145	17
Very Low	83	10
Extremely Low	66	8

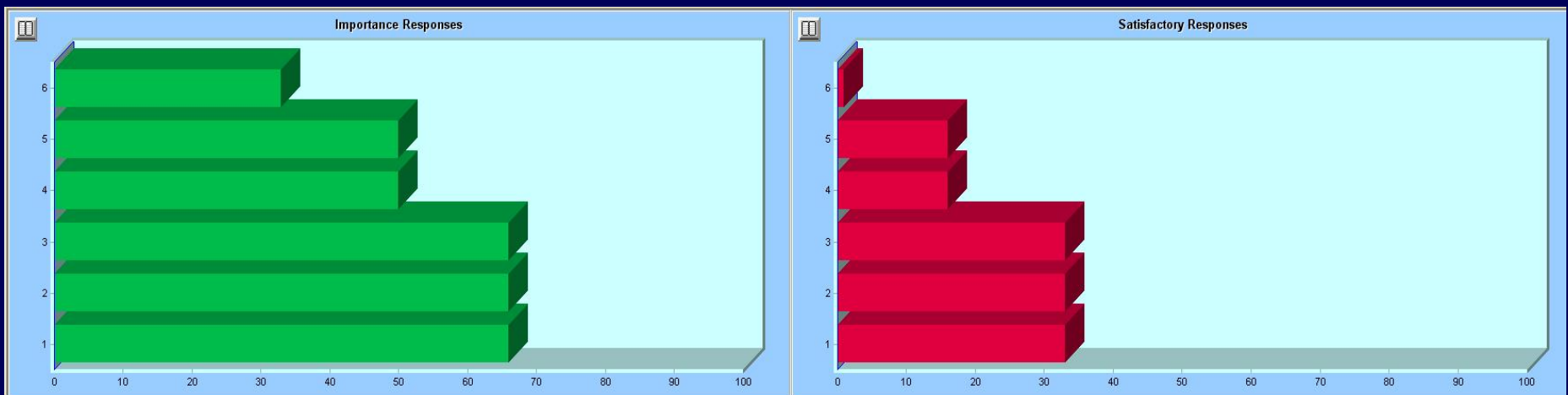
Research Group – Special Projects

The level of *knowledge and skill* of the Help Desk in solving problems for me.

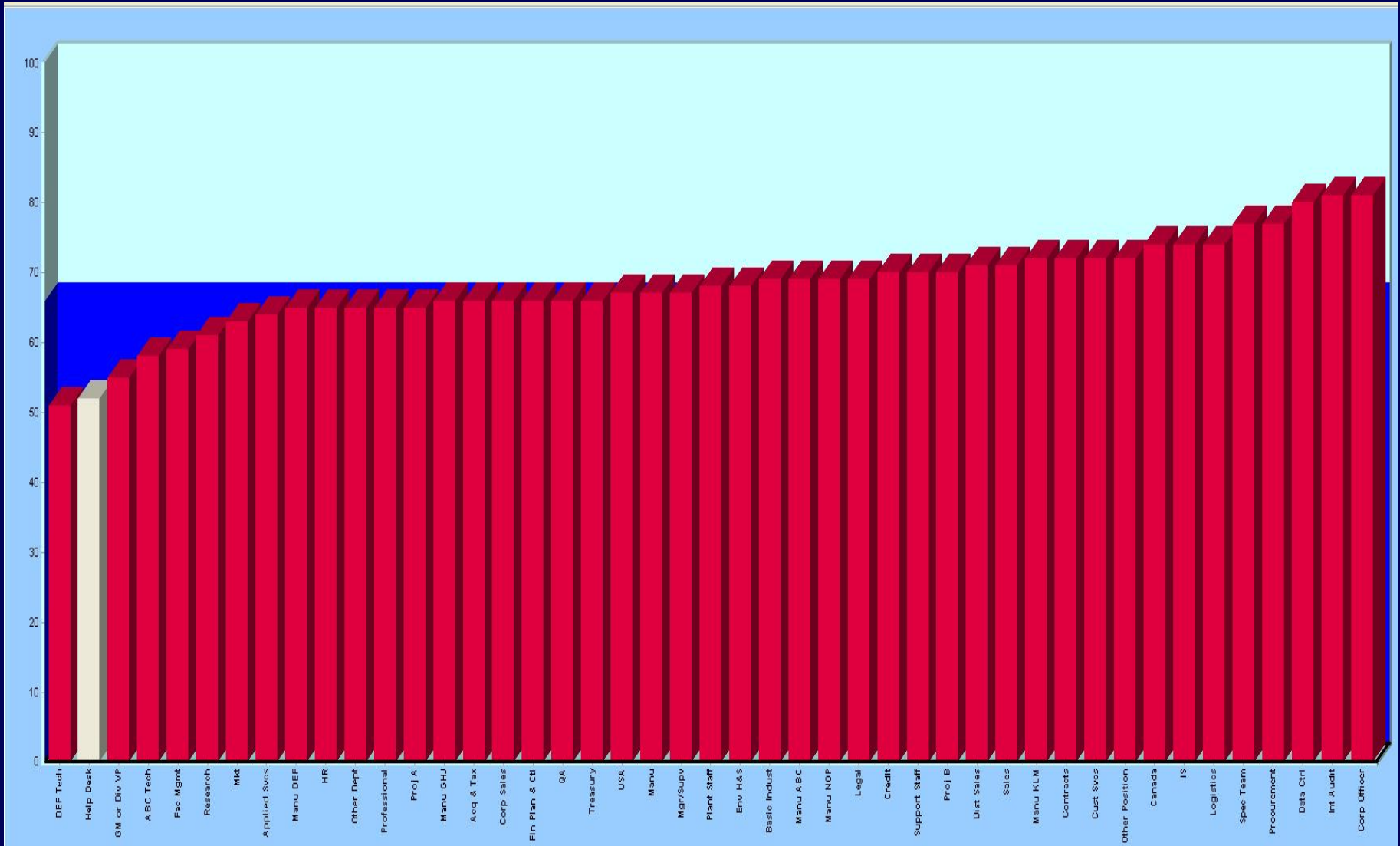
Project A



Project B



Training for Help Desk - Level Of Satisfaction



Comments Analysis By Issue

Knowledge Bank Explorer - [Comments]

File View Analysis Tools System Help

Analysis Selection

Database Logins

Group Profiles

CSF Profiles

Views

Group CSF Issue Anal...

Group CSF Issue Anal...

Divergence Focus Iss...

Divergence Focus CSF

Group Detailed Issue ...

View Comments

Comments (427)

ALL Groups

Subsidiary B

2

Subsidiary A

6

ABC

36

Other Sub

14

Other Co

6

Subsidiary C

48

USA

23

Canada

9

Europe

89

Latin America

45

Asia/Pacific

42

NoQ2

4

Corp Staff

20

Industrial

60

Pacific

32

Services

25

Process

24

Specialty

63

Other Div

1

NoQ3

22

Acq and Tax

2

Contracts Group

2

Corp Sales

5

Credit

7

Customer Svc

16

Data Control

5

Dist Office Staff

23

Env Health Safety

8

Facilities Mgmt

3

Fin Plan and Cntrl

24

HR

18

Info Systems

24

Internal Audit

2

Logistics

12

Manufacturing

36

Comments

The Pacific IS group is hardworking and professional. They have limited resources. Within the available resources they support the business groups to the best of their ability. Maintenance and development of the Australia/New Zealand "Wilson" legacy system is minimal given the plans to switch over to the global SAP system in 1-2 years. They are doing a lot of good work with the PC network, LOTUS NOTES and getting the other Pacific countries on a common version of "TOM" software. They have also helped get early Pacific "power users" of SAP up and running. My contact with the Home Office IS group is very limited. Steve Vogel and John Moeller have helped a lot with upgrading of the datalink between Home Office and Botany a few years ago. Steve has been helpful with Y2K work. The North American SAP team has had a big job with Canada, USA and now Subsidiary A implementation. This obviously leaves limited resources available for the weeks, enhancements and bug fixes. We wish them well - on what is a challenging (character-building) exercise. In the Pacific there is a big need to make stock, sales and turnover data in the "TOM" system accessible to "Wilson" system users (and vice versa). I understand the Pacific IS group is already working on this and I fully support their initiative. Regards, John Baglin Botany -Australia 05/06/2000

The group appears to be under-resourced. Systems are dictated from US. Little training is available in house, (there is understandable focus on Asian countries) Cross functional communication across the organisation is negated by lack of system knowledge, and disciplines in u...

I/S will try and address my department's need as soon as possible. Delay is usually caused by lack of resources and time. We regularly have to reset our priorities to meet our objectives.

People in the manufacturing department receive very little IT training.

The Pacific IS group is hardworking and professional. They have limited resources. Within the available resources they support the business groups to the best of their ability. Maintenance and development of the Australia/New Zealand "Wilson" legacy system is minimal given t...

Our I/S Dept. works under extreme pressure due to a lack of manpower and program upgrade resources. I have no complaints with the desire or capability of our trained I/S personnel to resolve problems. Any negative comments made above reflect the lack of resources availa...

I work with Pacific Knowledge Marketing and our success depends on good working relationships with IT and N-Compass. The Australian IT guys support us extremely well in all areas within their resources. I feel at times that they are being restricted with resources and Pacific is...

The Lotus Notes rollout was the best I have seen in I/S.

Increase the manpower for I/S to cope with the heavy demands.

need to improve public awareness of IT or I/S existence as a department/group.

Local Pacific control of resources is needed. Determination of Pacific needs must be supported and resourced. Provision of internet access on wide basis, including Ncompass users is also vital with increasing use of eg extranets, ebusiness etc. I/S could also assist in getting diff...

Some of the questions asked refers to HELP DESK. We don't have that kind of set-up in the Pacific.

I think we do very poorly in training our people on IT.

I believe that many of the problems we encounter are due to underfunding of I/S initiatives, but I also believe that we as a company lack vision in this area. It's difficult to justify throwing more money at this without a more clear vision of what we want in the way of I/S capability.

Improve communication Improve training Provide ongoing training support

The I/S Dept of India is manned by the I/S Manager and his deputy catering to the needs of about 10 locations spread over the country. I S Help Desk (HOT LINE) does not exist at the moment.

I find the "computing" staff (locally) very helpful when they have time to give their help. However I find the whole process of organising response to problems and implementation of new systems to be rather poor, which may be more a managerial/organisation/staff proble...

Each issue was responded based on my actual experience in the country where I work, and this may not be the same or may not be applicable to other countries. This responses are not the general comment for entire I/S.

Need more user-friendly interfaces that deliver just-in-time information. The Notes system is turning into "death by database" - need better navigator tools. Would like IT to develop a "who's who in ABC Company" database, to help improve internal communications by ensuring th...

We should be seriously consider to relocate the ABC Company Pacific Hub from Australia to Singapore.

IT should be at the forefront of adopting new technology and software for use by the ABC Company community of users. As it is right now, we are slow in adopting these new technology/software, such that when we do decide to go ahead, the technology is either obsolete or o...

The major area of concern is that part of the company is keeping up the IT changes and others are getting left behind. With the introduction of Lotus Notes information is at the sales force fingertips, however some do not know how to access it. They become frustrated and disill...

Few things that can be considered for improvement: 1. Issue I/S policy which describe I/S intention to provide more user oriented's support. The intention of this is to link the I/S and the user, and to ensure that I/S job is to be proactive in giving the support. 2. Do the same sur...

Training lacks very badly. No concerns/apathy towards my requirement. Expect the joint involvement and accountability for overcoming self/ or of my function's shortcomings with respect to I/S. As of now other than Usage of Lotus mail for communications usage of IT power...

The use of IT, to perform our job effectively and efficiently, is extremely important. Overall, our I/S department are doing extremely wonderful job.

The relationship between IS Home Office and IS Pacific needs attention. IS Home Office does not seem to provide the level of support needed.

More training in the use of the software programs, to help overcome the time consuming exercise of searching and reading. Also we have access to data bases with NO information.

I only use Lotus Nots for sending and receiving the internal mail and ABC Company News. I don't much receive regarding the information technology especially for my job (Applied Services). Many of above answer is explain just my feeling because of not much using the ABC Co...

Local IS support at my location is extremely helpful - only so much can be done at the local level however. My answers in no way should be taken as reflective of local IS support.

From my Canadian (remote from Home Office) perspective, I find many of the above questions to be difficult to answer. I wonder if this one survey fits all approach is terribly meaningful.

While I understand that this is a large organization, I/S has to realize that not all departments have the same needs and requirements. Configurations developed suit the average user but there is no flexibility to accommodate additional needs and requirements without a lot of me...

MOST OF THE TECHNOLOGY ADVANCEMENTS NEEDED HAVE BEEN HANDLED WITHIN MY GROUP. FORTUNATELY THERE ARE INFORMATION TECHNOLOGY COMPETANT INDIVIDUALS IN MY GROUP WHICH HAS ALLOWED US TO BE VERY EFFECTIVE A...

Je crois qu'en général les systèmes, logiciels et équipements sont appropriés, utiles et correspondent à nos besoins. Par contre, lorsqu'il y a un bûis ou que quelque chose ne fonctionne on reste souvent très longtemps sans solutions. La plupart du temps lorsque l'on appelle au...

My answers are basically neutral because I don't think that I fully understand what I/T and/or I/S are about, and what I might be able to get from these groups. My confidence and appreciation of SAP as being user friendly, does not appear to be what these questions were perts...

I feel that ABC Company is behind the times in information technology. We have taken a number of steps forward over the last number of years but we are still 5 years behind the curve of product development and utilization. We should be looking at new super computers for ou...

Being from Canada, and working in Burlington, most of these questions did not directly related to my work environment.

1. Symptom of the problem - Trendcheck! Why can't ABC Company outsource the development of this relatively simple software? We are at a competitive disadvantage to BetzDearborn's Infocalc software and have been asking for help for years. 2. NCompass support: When fi...

The questions in this survey are so complicated. There are 2 main areas from a users perspective: This survey would have been better to separate the 2 areas and then focus on the individual departments a) Daily support from Help desk etc b) Project support by IS developers...

It is very difficult to answer some of the questions where there are differing areas/departments of I/S. The response can differ greatly depending on the the software/hardware being used and the department dealing with the request/problem. In general areas on development a...

I feel I/S score poorly due to the lack of people(resource) supporting the business and not really due to the ability of the staff, although there appears to be reasonably high staff turnover.

ABC

Asia/Pacific

Pacific

Manufacturing

Mgr/Supervisor

ALL

Key Comments

Stakeholders:

- ✓ I am using the Help Desk less and less since they don't have adequate knowledge of the new system. I am spending an inordinate amount of my time doing their job.
- ✓ Help Desk is very responsive. I don't believe the solution is more people, it's more training.
- ✓ Help Desk is not able to answer questions. They are highly skilled and capable – someone should give them a chance to learn the new system.

Procurement:

- ✓ We can't use the new system. Our management refuses to let us change our processes to match the information nodes of the new system. We can't operate using the old procedures and organizational structure with the new system.

Help Desk:

- ✓ Every time we go to training, our manager pulls us out because of the high number and urgency of incoming calls. We could handle the load if we had the system knowledge.

Findings

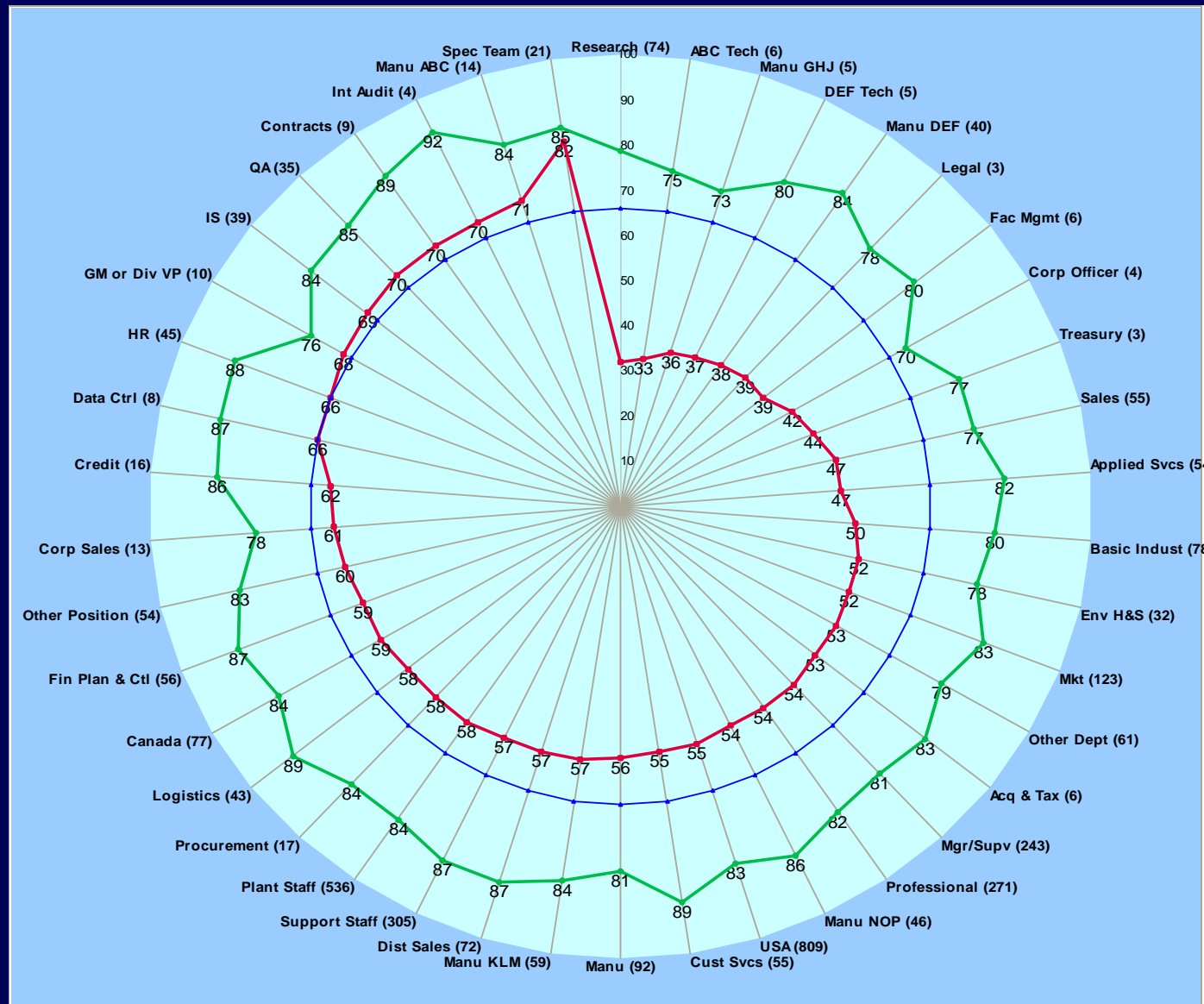
- ✓ **Training for the Help Desk personnel is inadequate.**
- ✓ **Structure for support of the new system is inadequate.**
- ✓ **Competence of the Help Desk staff is not a problem.**
- ✓ **Staffing levels of the Help Desk are adequate.**
- ✓ **Procurement needs to follow the SAP structure plan to effectively use the new system.**

Actions

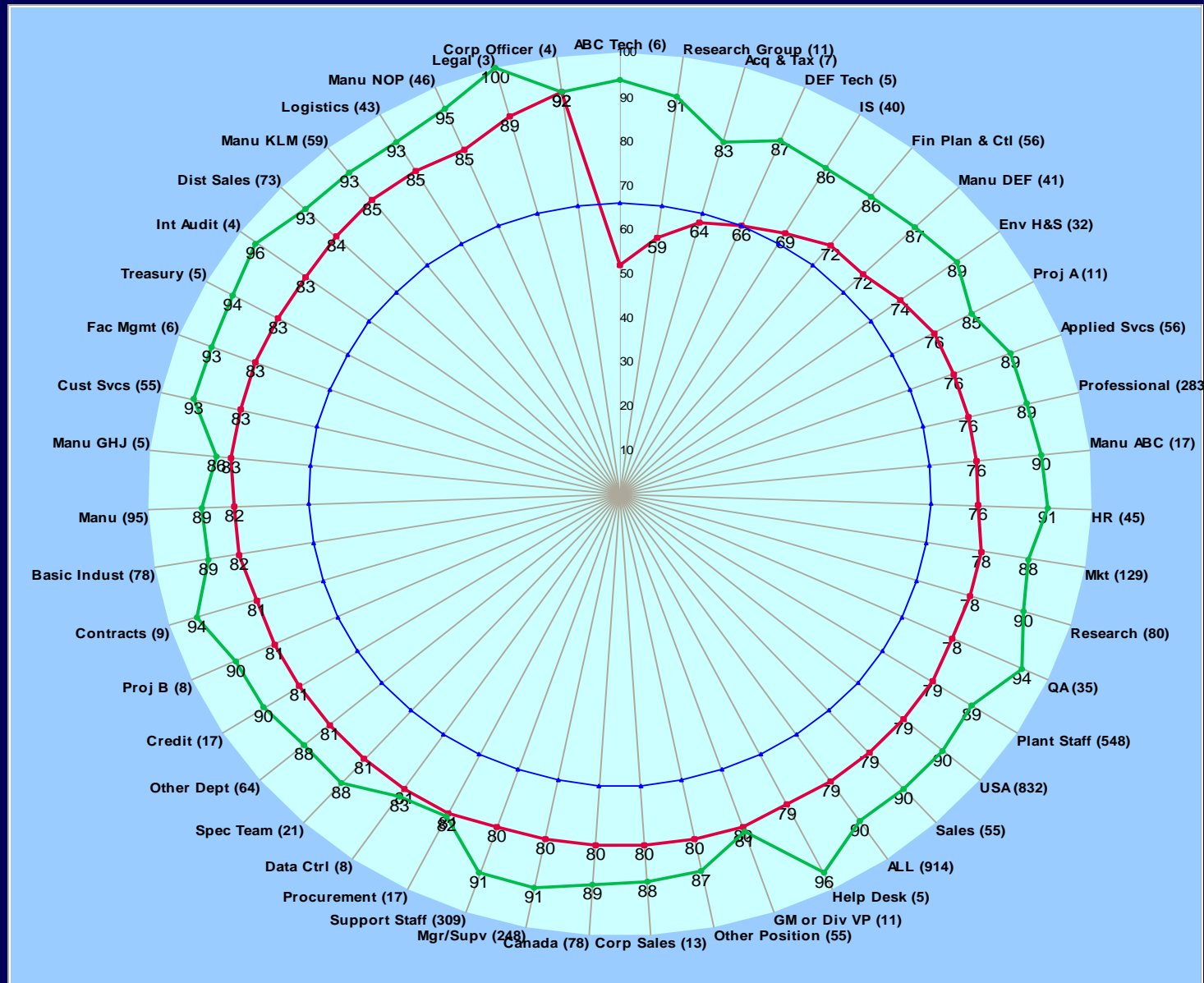
- ✓ **Training for the Help Desk personnel given - uninterrupted - for two levels of support.**
- ✓ **Help Desk structure modified for A and B level support.**
- ✓ **Plan for Procurement restructure implemented.**

Before Actions:

The level of *knowledge and skill* of the Help Desk in solving problems for me.



After Actions: The level of *knowledge and skill* of the Help Desk in solving problems for me.



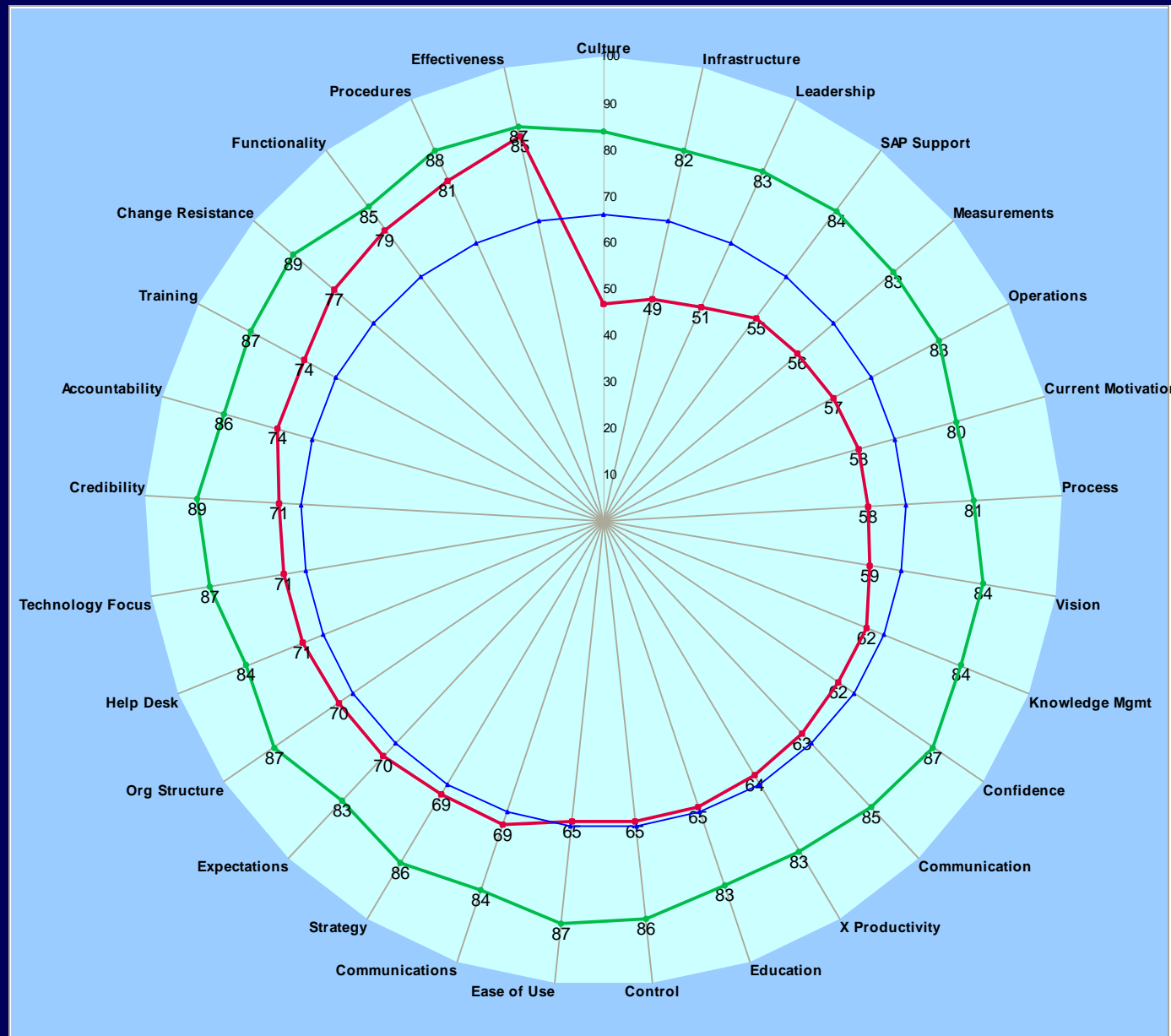
Overall Project

Mr. Big's Perception:

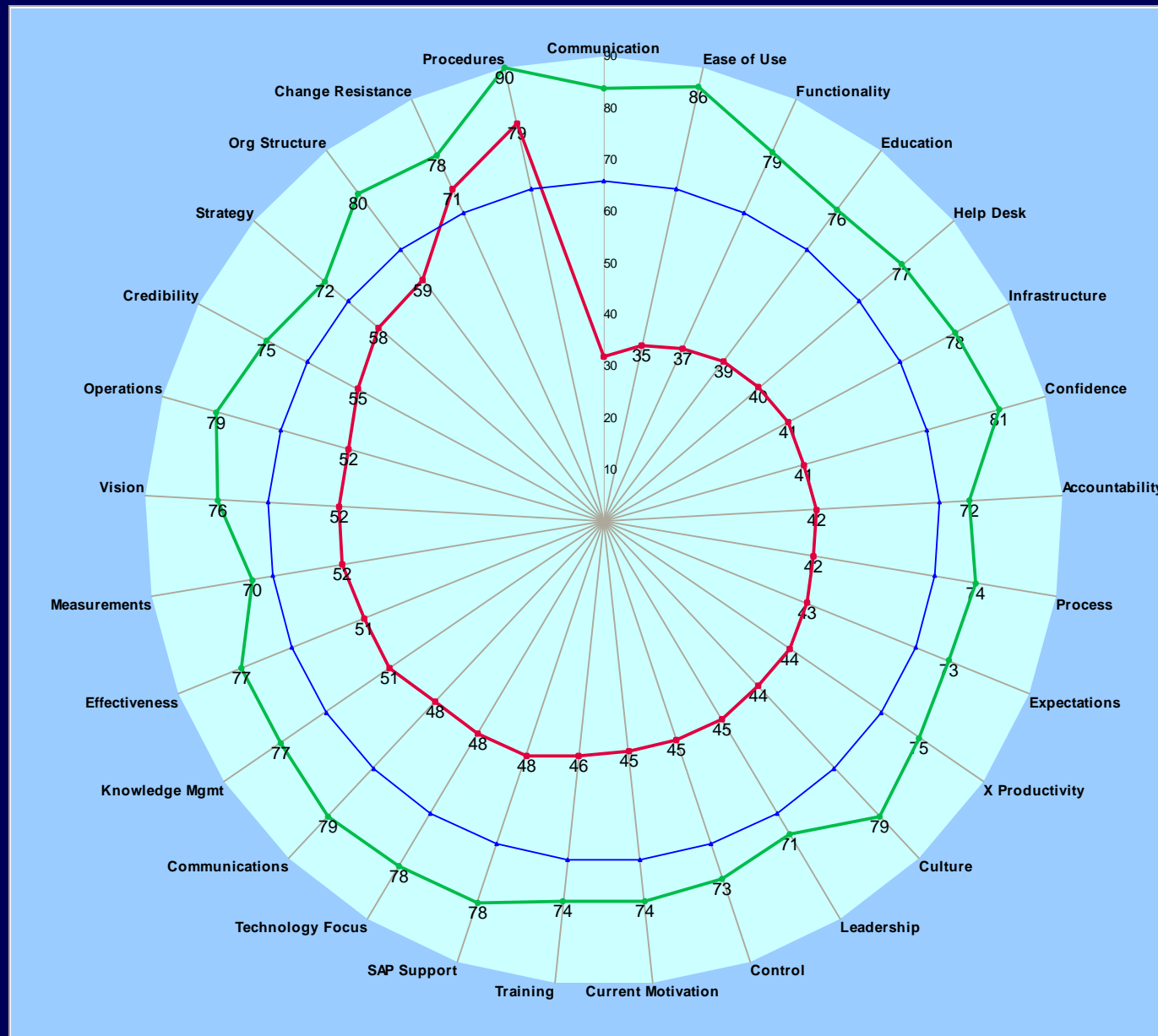
“We are doing very well with the implementation, with the exception of a couple of areas such as Procurement and the Help Desk.”

“I expect the Satisfaction score to be in the range of 90 and the Importance score to be in the range of 95-100.”

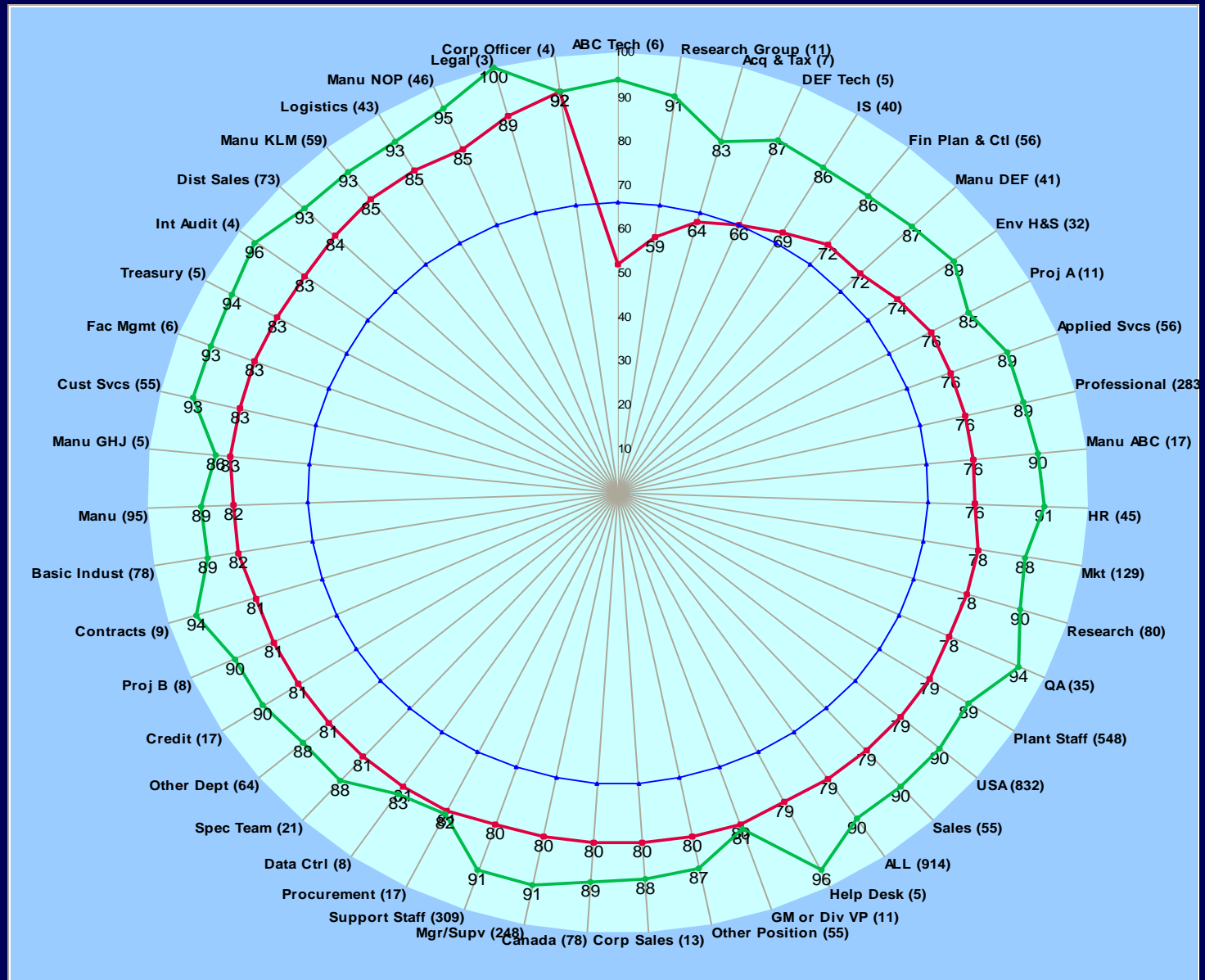
Senior Management



Key Workers

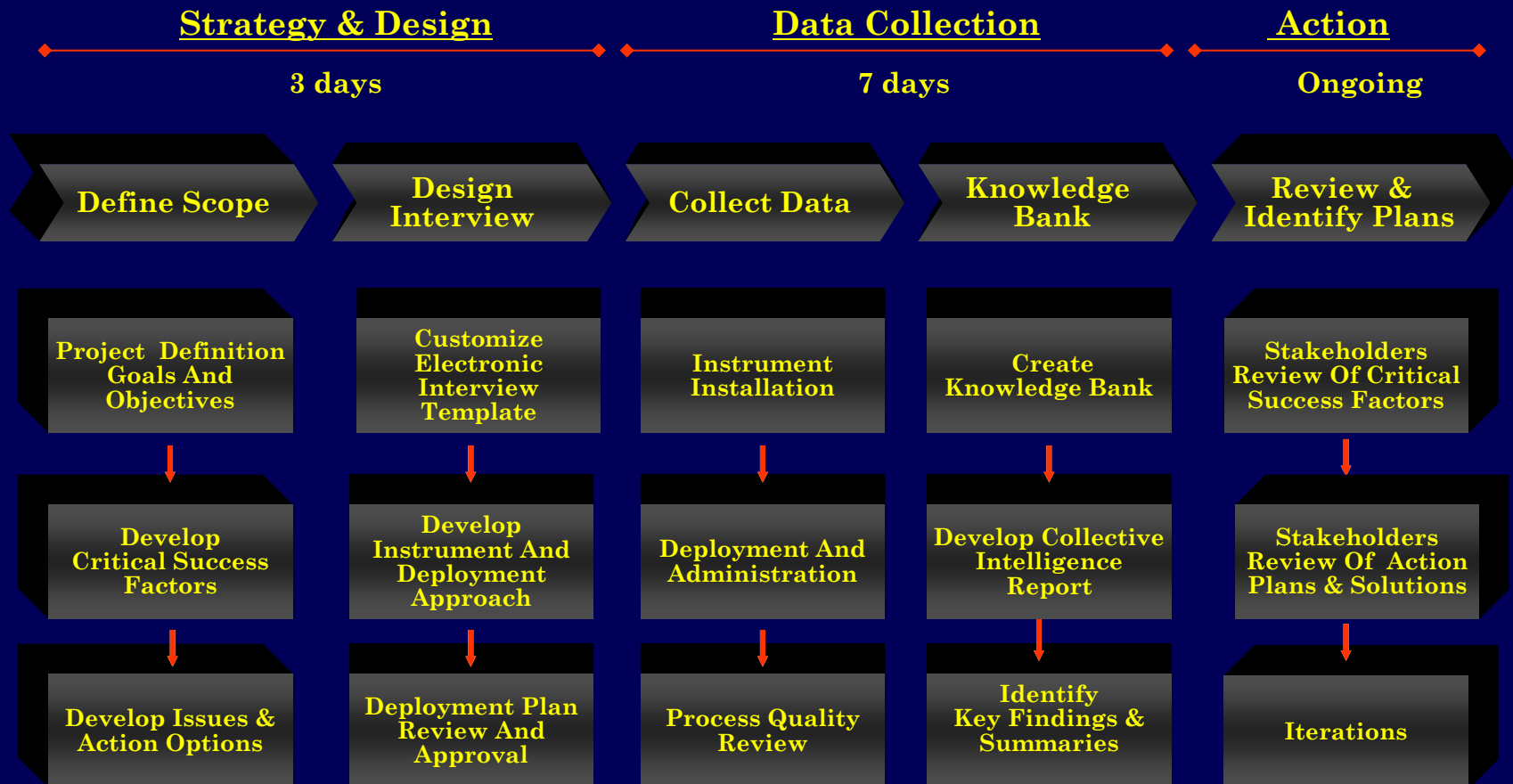


6 Months After Actions:

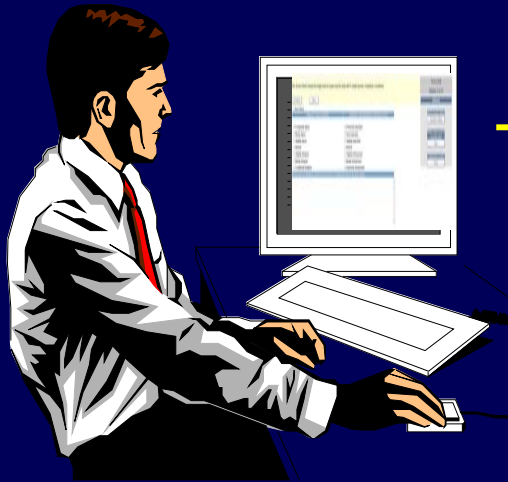


Perception Management Project

➡ The Process



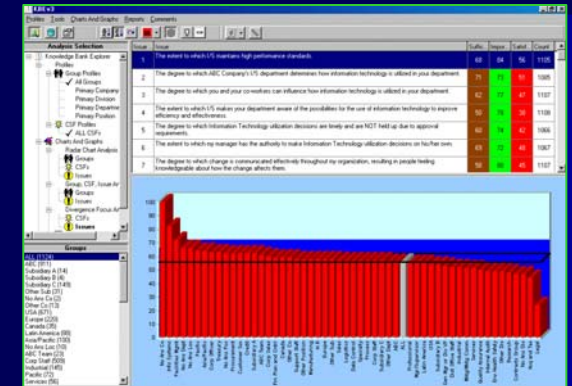
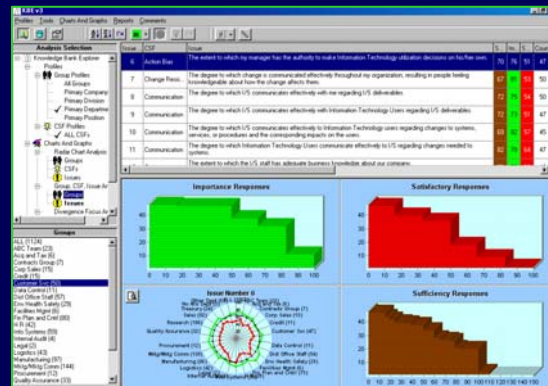
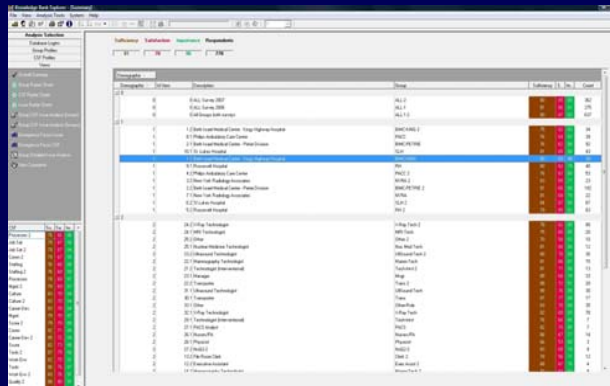
Required 30 minutes from each of the 914 Stakeholders.
Improvements recognized within 3 weeks from project initiation. Savings estimated at \$6M.



Knowledge Bank Explorer



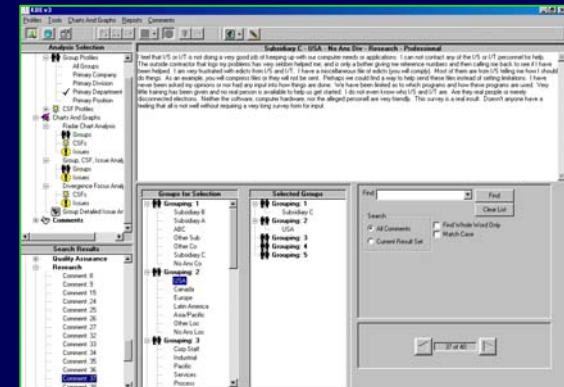
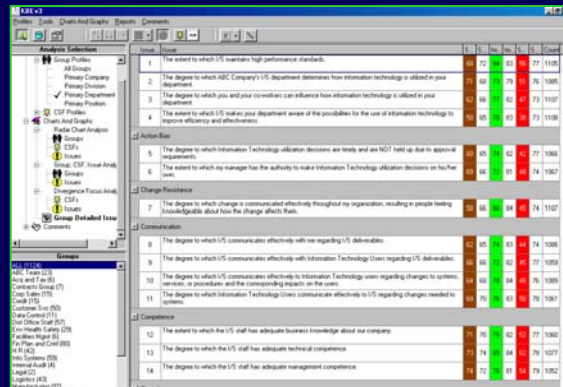
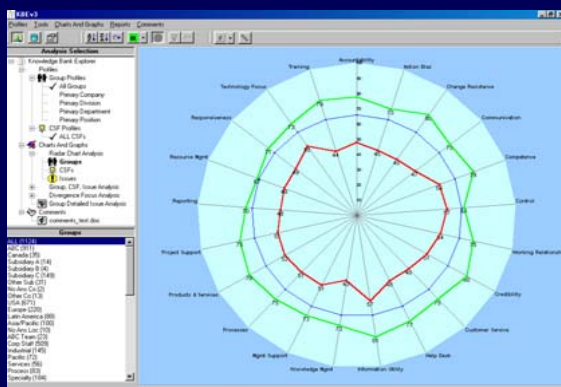
Scorecard & Summary Analysis Issues Analysis/Comparisons Organization Divergence / Focus



Gap & Summary Analysis

Issue Analysis By Demographic

Comments





Questions???



Questions???